

# EXHIBIT H



trip to Washington state to check out marijuana dispensaries, Kathryn Blackwell, CEO and co-founder of newcomer The Open Dør, was convinced the sector was in dire need of franchising.



### **Burger King Franchisee Aligns Growth With Opportunities for People**

Rackson Restaurants has new brands, a new private equity partner and a new vision for growth. “My aspirations for the company are going to take a lot of time, a lot of patience and a lot of reinvestment into the company,” said CEO Chris Johnson.

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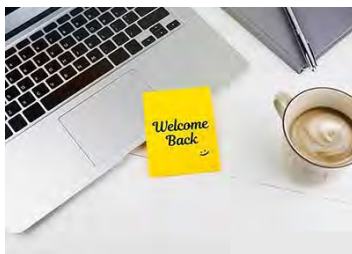
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## **'Unfair' Franchise Practices Are Focus of Sen. Cortez Masto's Report**

In an 87-page report detailing practices she said can leave franchisees facing major losses, U.S. Sen. Catherine Cortez Masto calls for tighter oversight of the franchise industry.



## **Back to Work Phase to Bring 'Incredible Uptick' of Lawsuits**

As more employees return to the office and other in-person work settings, employers should expect more time in the courtroom over litigation around COVID-19, attorneys say.

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## Meet the Culinary Firepower Behind Focus Brands

Seven chefs for seven concepts, along with their R&D colleagues, are charged with driving growth at the newly acquisitive Focus Brands while satisfying legacy customers, all through the power of food.



## Is the Virtual Restaurant Market Here to Stay?

Restaurants are rolling out virtual brands left and right as they look to capture new customers and drive digital sales. But will the return of dine-in traffic mean another new strategy is needed? Not necessarily, execs say.



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### [Pizza Hut Works to Reclaim Its Mojo](#)

After consecutive quarters of same-store sales gains, interim Pizza Hut President Kevin Hochman said the second-largest pizza brand is reclaiming its reputation for culinary innovation and retooling its business for a permanently larger percentage of off-premises sales.

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### [Bubble Tea Franchise Gong Cha Targets International Growth](#)

Acquired by a Boston-based private equity firm in 2019, Taiwanese bubble tea brand Gong Cha is ramping up franchise efforts in the Americas and Europe as it aims to capitalize on an international beverage trend.



### [Amazing Lash Franchisee Wants to 'Inspire Women'](#)

Elaina Watley's enthusiasm is unmistakable as she describes her path to owning five Amazing Lash Studios, a trip to Ghana that inspired an investment fund and her aspirations to "reshape the business world" for women.



### [Four New-age Wellness Franchises to Watch](#)

Explore Restore Hyper Wellness, Liquivida Lounge, Face Foundrie and Dripbar, four franchises looking to capitalize on the increased demand for beauty and wellness services.

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## What Franchisors Should Consider When Preparing Item 19s in 2021

Removing financial performance representations from Item 19 of the franchise disclosure document might seem like the simplest solution this year given the upheaval in business operations wrought by the COVID-19 pandemic, but franchise attorneys cautioned it might not actually be the smartest move.

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## Sub Showdown: Deep Dive Into Item 19

For some insight into what the pandemic meant for sandwich franchise AUVs, we took a look at three brands that reported financial performance representations in Item 19 of their 2021 FDD: Jimmy's John's, Firehouse Subs and Cousins Subs.

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### 3 Oil Stocks to Buy Before the Reopening

The price of crude oil recently went back over \$60 a barrel. The pent-up demand is beginning to gain momentum. As it does investors are beginning to realize that there's an opportunity in oil and gas stocks. With that in mind, these three stocks look to be in growth mode for opportunistic investors.

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### 3 Stocks With Strong Institutional Support Above 50-Day Line

It's a good sign when a stock finds support at its 50-day moving average, something we're seeing now with General Holdings (NYSE: GHSC), Deere (NYSE: DE) and Poplar (NASDAQ: POPP).

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### Is Starbucks (NASDAQ: SBUX) a Buy Ahead of Earnings?

Starbucks (NASDAQ: SBUX) is set to report its fiscal Q2 2021 earnings tomorrow. The coffee giant's business collapsed in fiscal Q3 2020, but sales have improved each of the last two quarters. Starbucks sales should continue heading in the right direction—but it appears that guidance isn't casting the enough growth.

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Today's Tip

## Keep Growing When Your Career Feels Stalled

Short-term issues can require us to temporarily change course. If you've lost your job, you urgently need income. If in-person schooling isn't available, someone has to stay home and supervise virtual learning. If you're the primary caregiver to a family member, you need to secure flexibility for responsibilities at home. Prioritizing these short-term concerns over long-term goals, while painful, may be necessary right now. But a temporary detour from your professional path doesn't mean you have to put aside your ambitions. You can regain control over your career arc with these strategies:

1. **Reframe the situation.** Even if you're not advancing toward your professional aspirations right now, you're still making a difference and providing value in other areas of your life.
2. **Push back against standard options.** The WFH boom has led many organizations to provide more flexible work arrangements. Express what you want; most others can be negotiated.
3. **Allocate small amounts of time toward your goals.** It may not seem significant to spend three minutes sending a networking email or reading a few articles on a topic you're interested in. But these little investments add up.

This tip is adapted from "A Career Dilemma Doesn't Have to Compromise Your Long-Term Goals," by Dore Clark.

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Today's Tip

## How to Manage a Chronic Complainer

Chronic complainers can have a damaging effect on those around them. So what should you do if you manage an employee who's prone to perpetual pessimism? First, be realistic with yourself about the situation. If the person is truly a chronic complainer, offering sympathy or solutions is unlikely to change their behavior or mindset. You need to set clear boundaries instead. Tell your employee that you're prepared to listen and discuss whatever is bothering them, but that your conversation needs to focus on a specific issue that can be resolved. Going over the same, unsolvable problem repeatedly won't do either of you any good. If the issue at hand doesn't have a solution, or is entirely out of your hands as a manager, urge your employee to change their perspective and reframe their thinking around appreciation and gratitude for the things that they value. Of course, fostering this kind of a behavioral change takes time and may require support from a coach or therapist. Present these options to your employee, and explain that while you care about their wellbeing and happiness, you may not always be the best person to help them work through all of their personal struggles.

This tip is adapted from "Managing a Chronic Complainer," by Manfred F. R. Kets de Vries

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Today's Tip

## Does Your Company Use Inclusive Language Globally?

The language a company uses can make a big difference in ensuring that people from diverse backgrounds feel seen and appreciated. That's why many organizations are developing inclusive language policies to eliminate problematic terms, such as "man hours" or "blacklist/whitelist," from both their external and internal content. If you're a global company, you need to go a step further and pursue parallel efforts for all of the languages in which you operate. Work with native speakers to identify terms or phrasing that could unintentionally exclude or offend your international customers, partners, or employees. Also pay close attention to translations: For example, some languages (like French or Spanish) require adjectives to be gendered, and using them might inadvertently leave nonbinary users feeling excluded. These changes may seem subtle, but they're an important way of making your company more inclusive for people of all identities in every language.

This tip is adapted from "Implementing Inclusive Policies Across a Global Organization," by Nataly Kelly

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by Matt Sperman and Jeremy C. Taylor, Jr.

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Today's Tip

## Find a Self-Care Routine That Works for You

When bringing self-care into your day feels impossible, finding a better workout routine or downloading yet another sleep app isn't the solution. Ultimately, you need to change your mindset. By challenging your assumptions about what self-care is, you'll be better equipped to find an approach that works for you. Here are three tips that can help:

1. **Define self-care on your own terms.** Self-care can look different for different people. It could be watching your favorite TV show at the end of a long day, turning off your phone, meditating, working out — or something else entirely. Only you can determine what your mind, body, and spirit need to thrive.
2. **Beware of all-or-nothing thinking.** You don't need to become a health and fitness expert or an expert meditator overnight. Little adjustments make a big difference.
3. **Look for ways to integrate self-care into your existing habits and routines.** Try a walking meeting with a colleague instead of a Zoom call, or make your next friend date a virtual workout class.

This tip is adapted from "There's No Right Way to Do Self-Care," by Alyssa F. Vining.



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# SHRM's HR Daily

April 5, 2021



## Employers Take Steps to Educate Employees About Getting Vaccinated

Many employers are encouraging employees to get inoculated against COVID-19 by providing information on the vaccines' benefits and addressing how to access vaccines in their state, among other steps.

For the latest news and advice on handling COVID-19 in the workplace, visit [SHRM's Coronavirus Resource Hub Page](#), as well as [our updated list of articles SHRM has published on the pandemic](#).

## How the American Jobs Plan Would Impact the Workplace

The American Jobs Plan, President Joe Biden's recent \$2 trillion infrastructure proposal, includes many labor-friendly recommendations. The Protecting the Right to Organize Act, union neutrality, and changes to wages and enforcement of health and safety regulations are part of the legislative plan on its way to Congress.

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## ICE Extends Virtual Form I-9 Review Until May 31

U.S. Immigration and Customs Enforcement (ICE) extended its interim policy allowing virtual document-inspection methods for Form I-9 until May 31. The policy was first issued in March 2020 and has been extended several times.

## CDC Lifts Some Restrictions for Vaccinated Travelers

People who are fully vaccinated against the coronavirus can safely resume some travel, so long as they wear a mask in public and take certain other precautions, according to updated guidance from the U.S. Centers for Disease Control and Prevention (CDC). But employers may want to hold off on updating their travel policies.



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### **Use this technique to determine if your team is burning out**

Helping employees feel happy and productive isn't just about reducing stress, but taking a nuanced approach to viewing performance—and stress levels—on a spectrum. Understand how stress and performance are related with the stress performance curve.

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### **Hiring Surges in March**

U.S. hiring activity exploded in March, as employers added 916,000 new jobs, mostly in leisure and hospitality, according to the latest employment report from the Bureau of Labor Statistics. Economists expected the spike, as the economy has begun to reopen more broadly and the rate of vaccinations has increased. The unemployment rate ticked down to 6 percent from 6.2 percent in February and is expected to continue falling in the coming months as more service-sector jobs return.

### **Digital Tools to Address Rising Mental Health Concerns**

HR leaders are striving to help employees alleviate mental health issues by making apps, videos, webinars and other digital content available at growing rates.

### **Connecticut Medical Marijuana User Could Not Proceed with ADA Claims**

A federal court in Connecticut dismissed employment discrimination claims asserted under the Americans with Disabilities Act (ADA) with regard to state authorized medical marijuana use.

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### **Blue Cross Blue Shield® Subscriber Settlement**

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### **New Illinois Legislation Targets Equal Pay**

An amendment to the Illinois Equal Pay Act will require employers with more than 100 employees in the state to certify compliance with the Equal Pay Act.

### **Pandemic's Toll on the Culture of Indian Startups**

Maintaining workplace culture in today's remote-working era has been a challenge across companies in India, and even more so for fast-growing startups, which often don't have a formal HR department.

## **SHRM WEBCASTS COMING SOON**

### **A Path to Thriving: Opportunity and Resilience in the Accelerated Future of Work**

April 7, 2 p.m. ET / 11 a.m. PT

**Sponsors:** [Oracle](#) and [Deloitte](#)

## SHRM's HR Daily

April 12, 2021



### **As Employees Catch Up on Their Delayed Health Care Needs, Claims Could Surge**

Health claims in 2021 could reflect the consequences of letting risky health conditions go untreated for more than a year, exacerbated by stress, poor diets and suspended gym memberships brought on by the pandemic.

### **COVID-19 Fatigue Takes Hold**

Pandemic-related restrictions are still here, leaving employers struggling to find new ways to bolster workers' spirits and mental health. Despite some companies' best efforts, workers say they need more support.

For the latest news and advice on handling COVID-19 in the workplace, visit [SHRM's Coronavirus Resource Hub Page](#), as well as [our updated list of articles SHRM has published on the pandemic](#).

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### **More Workplace Lessons Learned During the Pandemic**

How do you craft benefits that are meaningful to workers who are now isolated, stressed and dealing with caregiving responsibilities? How do you train employees who can no longer travel to seminars? *SHRM Online* has collected more lessons learned after the pandemic changed the way work is done.

### **Amazon Defeats Unionization Drive in Alabama**

Amazon defeated the unionization drive at its warehouse in Bessemer, Ala., according to the latest count. The president of the union that led the organizing drive indicated that the union would challenge the vote.

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### **Paychex COVID-19 Research Report**

Learn how America's businesses leaders are navigating COVID-19 vaccinations, the return to work, and the latest round of stimulus.

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### **Workers' Comp Bars Claim that Bullying Led to Employee's Suicide**

The family of a worker alleging that he committed suicide after experiencing workplace bullying could not bring a wrongful death claim against his employer and supervisor, a California appellate court ruled. Workers' compensation was the exclusive remedy.

### **Court: Montana Wrongful Discharge Act Applies to Out-of-State Employer**

Montana law requires employers to have just cause for firing employees after an initial probationary period. A recent Montana case highlights issues for employers to consider if they have employees who work in Montana—even if those employees live in or are based out of another state.

### **Virginia Enacts Overtime Wage Law**

Virginia currently follows federal overtime pay rules, but beginning July 1, employers in the state will be subject to new requirements.

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### **Quiz: What Do You Know About Affirmative Action Requirements?**

When employers do business with the U.S. federal government, affirmative action programs may be required for those that meet certain thresholds. Take this quiz on affirmative action requirements. [Test your knowledge with all of SHRM's quizzes here.](#)

## **SHRM WEBCASTS COMING SOON**

### **The Future of the Office: How to Return to the Office with Mental Health in Mind**

April 21, noon ET / 9 a.m. PT

**Sponsor:** [Lyra Health](#)

It's critical that employers include mental health as a core pillar in return-to-office strategies. In this program, we will discuss strategies for returning to the office while keeping mental well-being top of mind; policies, benefits and communications that may need to change or be adjusted pre- and post-transition; how employee mental health challenges and needs may evolve during the transition back to the office; and mental well-being support strategies for managers and HR teams.

# SHRM's HR Daily

April 19, 2021



## 6 Key Coronavirus Legal Questions for 2021

COVID-19 cases may eventually fade, but the challenges the pandemic has created and will continue to create for employers won't. *HR Magazine* assembled a group of five attorneys to answer pressing COVID-19-related questions that will continue to impact the workplace.

For the latest news and advice on handling COVID-19 in the workplace, visit [SHRM's Coronavirus Resource Hub Page](#), as well as [our updated list of articles SHRM has published on the pandemic](#).

## Remote Workers Expect Pay to Reflect Their Locations

Policies that set and adjust pay for remote workers based on local factors are becoming more common among employers. For many, however, overhauling pay structures to account for geographic differences can seem daunting.

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## How the small business benefits landscape is changing

Hear how company culture and technology are shaping what employees want in small business benefits. Listen to the podcast to understand how employees play a role in your comprehensive benefits strategy and how to reduce costs by adopting digital benefits.

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## Will Colleges Be Ready for In-Person Classes This Fall?

Incoming and transferring college students are hoping for in-person classes this fall, according to new research. But for that to happen safely, COVID-19 vaccinations will need to increase dramatically to protect students and campus employees.

## Class of 2021 Starting Salaries Rebound

As the economy recovers and hiring improves, average starting salaries for Class of 2021 graduates earning bachelor's degrees are increasing compared to starting salaries earned by the Class of 2020. Here's how making an offer to a new graduate is an opportunity to explain the organization's approach to compensation.

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### **Viewpoint: 17 Creative Recruitment Strategies to Attract More Job Applicants**

Employers say they are struggling to fill open positions, even as pandemic restrictions are lifting. Their usual tactics to attract job applicants just aren't working. Here are some new ideas from RecTech Media's Chris Russell to get more candidates in your door.

### **Survey: Many HR Leaders Report to the Head of the Organization**

The head of HR at many organizations reports directly to the chief executive officer, president or owner, according to a new examination of the HR reporting structure.

### **DOL Guidance Focuses on 401(k)-to-IRA Rollover Advice**

Employers should ensure that the investment advisors they work with—who may encourage employees to roll over their 401(k)s into an individual retirement account (IRA)—adhere to the "best interest" fiduciary standard, according to new guidance from the U.S. Department of Labor (DOL).

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### **Addressing Systemic Racism in the Workplace**

April 26, noon ET / 9 a.m. PT

**Sponsor:** [SAI Global](#)

The workplace is a melting pot of employees of different races, sexual orientations, genders, religions, and even communication and leadership styles. In this program, we will discuss and examine the corrosive impact of systemic racism on corporate culture and performance, while simultaneously covering how workplaces can effectively address systemic racism to build more equitable and successful organizations.

### **How Vaccines Will Change Your Travel and Safety Policies**

April 26, 1 p.m. ET / 10 a.m. PT

**Sponsor:** [TripActions](#)

As the number of vaccinations ramps up, business travelers will begin to hit the road again, which introduces new operational complexities for HR leaders. Employees will have questions about health, safety and testing requirements. In this program, you'll learn about

# SHRM's HR Daily

May 5, 2021



## [DOL Withdraws Independent-Contractor Rule](#)

The U.S. Department of Labor (DOL) is officially withdrawing the prior administration's independent-contractor rule, which would have made it easier for businesses to classify workers as independent contractors rather than employees.

## [Workforce Optimization Tech Is Being Used for Remote Work](#)

With remote work becoming so prevalent, some employers are adapting optimization tech to accommodate people wherever they work. Managers can see when and how remote employees are working, which may make some employees uncomfortable. Here's how to address those concerns.

[SHRM's Remote Work Resource Hub Page](#) can help employers facilitate flexible work arrangements while navigating a sophisticated array of technologies and policies to meet their employees' needs for secure, productive ways to get work done.

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Did you know 2 in 5 women leave their jobs after having children? The solution isn't just adding thoughtful policies - it's shifting office culture.

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After more than a year of round-the-clock pandemic-induced togetherness, people returning to the workplace may miss their pets and worry their animal pals will suffer separation anxiety. One solution may be to bring their pets to work. Here are some tips for a pet-friendly work environment.

## [Will Remote Work Lead to More Employee Diversity?](#)

Will the pandemic-induced shift to remote work help organizations increase diversity? Yes, some companies say—at least for technology jobs.

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## [How Much Does Human Resources Software Cost in 2021?](#)

How do you know if you're spending too much or too little on Human Resources software? This guide from Software Advice breaks down



upfront, subscription and hidden costs, plus answers other questions you've been wondering about.

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### **DE&I at Liberty Mutual: A Q&A with Dawn Frazier-Bohnert**

Liberty Mutual Insurance's executive vice president and global DE&I officer Dawn Frazier-Bohnert talks about the company's multiyear diversity, equity and inclusion (DE&I) plan and how the company makes sure it is meeting its goals.

### **Webcast: Employers' Vital Role in Helping to Achieve Herd Immunity from COVID-19**

In this free members-only webcast on **May 6**, Andy Slavitt, senior advisor to the White House COVID-19 Response Team, and Tom West, a deputy assistant secretary in the Treasury Department's Office of Tax Policy, discuss with Alexander Alonso, Ph.D., SHRM-SCP, SHRM's chief knowledge officer, how HR can help lead the effort to vaccinate workers, as well as the federal tax incentives available to employers that encourage employees to take time off to get vaccinated.

## **COURT REPORT**

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### **Contactless Recruiting, Hiring and Onboarding in the Age of COVID-19 and Beyond**

May 7, noon ET / 9 a.m. PT

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It's crucial to set your organization up for long-term success by establishing airtight, repeatable processes for contactless recruiting, interviewing, hiring and onboarding. In this information-rich, fast-paced session, we will discuss best practices for end-to-end hiring



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What experts expect from the president's call to provide workers paid time off for COVID-19 vaccinations. [Read more >>](#)

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Stress in the workplace can have a major effect on leaders, their teams, and even entire organizations. Read Forrester's new research study to learn how mindfulness led to improved critical thinking and creativity, and more engaged, collaborative teams. [Read more >>](#)

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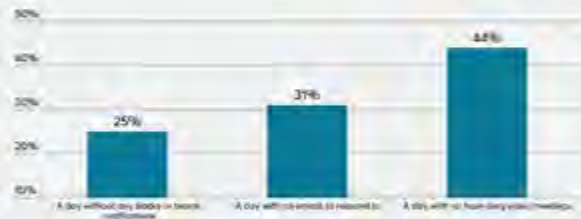
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Source: Gallupman "The state of your inbox in 2021" study

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By Alyssa Place 2 min read

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By Lananli Nguyen and Harry Wilson 3 min read

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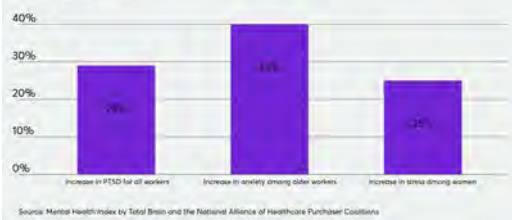
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By Alyssa Place

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By Alyssa Place 2 min read

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By Anna Mittag 4 min read

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By Paola Peralta

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Federal regulation that took effect in April applies to physicians too. Learn with the AMA about how to comply with new information-blocking rules.

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## **Advocate Aurora Health's new investment unit is on the hunt for deals**

The Midwestern giant joins other nonprofits in launching a for-profit unit to diversify its revenue streams. Some critics question whether the strategy fits with the mission and perks enjoyed by not-for-profit entities.

## **3 takeaways from CHIME21: EHRs, Big Tech and VCs look to the future of health**

The public health and financial devastation of COVID-19 can't be overlooked, but the pandemic has also created new opportunities for industry to leverage technology.

## **Healthcare employment steadily rebounding though hospitals left out**

Hospital employment has sunk for three consecutive months, according to data from the Altarum Institute, and is down 37,000 jobs since the end of last year.

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## HHS nominees get smooth confirmation hearing

The scene was a contrast to the sometimes heated questioning of HHS Secretary Xavier Becerra, who was eventually confirmed by a narrow margin.

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## What Comes Next For Virtual Care?

Explore how the use of telehealth has evolved and what virtual care will look like in the future in this new survey report.

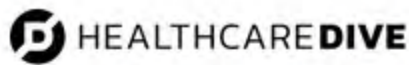
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## Pre-pandemic, more than half of hospitals nab above-average Leapfrog safety grades

Among those getting A grades from the watchdog group founded by employers include Brigham and Women's Faulkner Hospital in Boston, the Mayo Clinic's hospital in Phoenix and the University of Chicago Medical Center.

## Kentucky must rebid Medicaid contracts again, judge rules

This ruling puts six insurers at risk of losing their lucrative contracts with the state. It's unclear when the state will rebid the work.



## **CMS finalizes joint replacement pricing extension**

Some analysts say the agency's initiative may evolve to put pricing pressure on orthopaedic devices. However, they contend companies can mitigate that threat by selling more products to customers.

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## **C-suite execs want government action on rising healthcare costs, report finds**

Business leaders overwhelmingly back policies to boost price transparency and antitrust enforcement to rein in the cost of coverage for employees, the Kaiser Family Foundation and Purchaser Business Group on Health poll found.

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## **FDA greenlights device to retrain muscles in stroke patients**

The noninvasive brain-computer interface technology uses data from the uninjured side of a patient's brain to recover motor function in the affected arm and hand.

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## **Private equity buys tend to target profitable hospitals in urban areas**

The new study challenges the notion that private equity firms tend to target only financially distressed hospitals, and provides greater insight into the kinds of hospitals the companies have acquired over a span of 15 years.

## **Telehealth use dropped in February for first time since September**

The data suggests a potential slowdown in demand for virtual care services that spiked last year in the early months of COVID-19, according to Fair Health's monthly tracker.

## **Adagio, flush with cash, launches large study of next-gen COVID-19 antibody**

The privately held biotech believes its drug might treat or prevent infections from existing variants and future coronavirus strains, which could make it a threat to marketed therapies from Regeneron and Eli Lilly.

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## **State lawmakers mull out-of-state nurse licenses after pandemic rollbacks**

Many tried to join the Nurse Licensure Compact before the pandemic, "but COVID was a kind of glaring example of how the compact could help," Rebecca Fotsch at the National Council of State Boards of Nursing said.

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## **Kaiser bounces back to black with \$2B Q1 profit**

Uncertainty amid the pandemic last year spooked the stock market and spurred investment losses for the nonprofit. The integrated system posted a turnaround this year, though it still lags behind 2019.

## **Providers supportive of push to overhaul HIPAA, but air serious concerns about data privacy, timing**

"We urge OCR to reconsider implementing a massive change to patient privacy laws in the midst of this transition," AMA commented on the Trump-era rule.

### **Q&A**

## **National Nurses United President Deborah Burger on how COVID-19 has affected union efforts**

The organizer reflected on nurses' experiences over the past year on the front lines, and outlined where the union is headed going forward.

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## S&P downgrades Sutter Health, says short-term performance will be weak

Without the infusion of cash from federal coronavirus relief funds, the nonprofit would have lost \$1 billion last year, according to the ratings agency.

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THE NEW YORK TIMES

**Airborne Coronavirus Is a Threat, the C.D.C. Acknowledges**





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## April 2021 NAAHR Newsletter

*By Erika Broadwater*

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Apr 19, 2021

### NEWS

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By Les Shaver

There has been a 15% increase in the use of office space for collaboration during the pandemic. [Read More](#)



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By Richard Binder

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By Rob LaHayne

As vaccines become more widely available, employers need to start planning for how to best prepare and support their... [Read More](#)



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